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***Rules and Regulations for
Hunting and Fishing:***
**How Do We Get This Information
to the Customer Accurately and On Time?**

CPM Project

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CPM Project**

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Problem Statement

The process for developing the *Rules and Regulations for Hunting and Fishing* (Rules and Regulations) publication needs to be investigated. For the past several years, there have been delivery delays, customer complaints and significant errors in this publication. Delays in delivery of this publication are significant because some of the rules and regulations it contains go into effect before the document is made available to the public. These delays are the most common customer complaint. Errors in this document can be serious because they have legal ramifications for the anglers and hunters and for the South Carolina Department of Natural Resources (SCDNR). For example, if the bag limits on deer are misprinted and a hunter kills too many, this may result in SCDNR taking them to court. This is costly for the customer, and SCDNR will lose the court case because the publication was incorrect. In this project's conclusion, several recommendations will be provided to the committee for improving SCDNR's process for developing, printing and distributing the Rules and Regulations.

Currently, this publication follows a predetermined production schedule. A committee with representatives from every division provides input for the publication and the production schedule. The committee approach was adopted in the year 2000. The Agency Director created the committee to ensure that the project was started on time and that every division had input. Before this approach was adopted, the Graphics Section had become responsible for initiating this project, and it had become extremely difficult for this section to require people to turn in the content information on time. The past seven years of production schedules and pertinent historical dates can be found in appendix A-1.

No matter how many extra steps have been added to improve the accuracy of this process over

the years, there are always errors. Sometimes they are simple typos (anterless versus antlerless) but sometimes those typos can change the meaning of a regulation. Making sure this publication does not have errors that could cause hunters and anglers to break the law, and ensuring that it arrives in time for them to plan for the upcoming seasons, are of the utmost importance.

By meeting these important objectives, we are aligning to the agency's strategic plan, specifically the following core value, guiding principle, and strategies:

- **Core Value:** Excellence - We will always do our best, and continuously strive to improve our processes, activities, policies, operations and products.
- **Guiding principle:** Evaluate and improve agency functions and procedures to ensure efficiency, effectiveness, and accountability, emphasizing quality service to all customers, internal and external.
- **Strategies**
 2. Improve the general operations of the agency.
 - e. Maximize efficiency of internal operations and business procedures.
 4. Enhance public trust and confidence in the agency.
 - a. Foster more effective communications, outreach, and partnering with the public and State Legislature.

Preplanning

In June 2002, an addendum had to be printed for the Rules and Regulations because legislation that was thought to be passed was vetoed at the last moment. Because of this, the committee decided to change the production schedule to make sure that all legislation was passed and the Governor had time to deal with all possible vetoes. While it was decided to wait and deliver the Rules and Regulations later, the committee also decided there was time to research other options regarding the actual printing that could save the agency money. The committee looked at vendors that specialized in these types of publications and that could provide the printing, while utilizing advertising to reduce or eliminate the expense of printing. A best value bid was advertised to see what would be in the best interest of the taxpayers. This is a type of bidding process that allows for different options to be included in the specifications and these are then rated on a scale by a group of evaluators. It was decided to go with having the advertisements and a five-year contract was awarded to Liberty Press Publications. This contract included having Liberty Press include advertising pages for no more than 20% of the total number of pages, which in this case were 14 pages.

Currently, the committee meets in January to review and agree to the production schedule for the year. In February, the Graphics Section Manager works with the current Publisher (Liberty Press) to renegotiate the price for the upcoming publication. The price is renegotiated yearly to incorporate any paper increases, fuel increases for shipping and increases in advertising sales. Theoretically, prices will go down because advertising sales should increase offsetting the production costs. Because 2007-2008 was the last year of the five-year contract with Liberty Press, an updated bid package was submitted to the Budget and Control Board for advertising of a new five-year contract in the Fall of 2007. The contract will be awarded to a vendor in the middle of February 2008.

During the next several months, the Legislature will meet and the agency's Legislative Liaison, a Rules and Regulations committee member, will follow the legislation that is pertinent to the publication. The committee members have kept copies from the previous year's publication and have marked any corrections and additions needed; our customers have proven invaluable at finding these for us. Also, some things will already be known such as: changes in board members, personnel, dates of interest, like "Free Fishing Days," Wildlife Management Areas that are added or taken off, etcetera. Committee members have a deadline of mid-March to turn in any corrections into the Graphics Section. A graphic designer from this section will then make these corrections to the file, and send a printed copy of the corrected file to all committee members before the end of March. The second set of changes and corrections are due back to the Graphics Section within two weeks. The second proof goes out mid-June and the final changes are incorporated by the Graphics Section as legislation is passed. The Legislative Liaison provides the text of the final legislation that is passed to the graphic designer who is updating the files. Legislation may include items such as the Finfish Bill that was passed the previous year.

"This Act's adoption supports a proactive and precautionary approach in natural resources management to help deal with the negative consequences of increasing pressures and environmental stresses placed on the state's marine finfish resources from unprecedented growth and development along the coast."

The above Act changed the bag limit on black drum, weakfish, hardhead and gafftopsail saltwater catfish, spotted seatrout, flounder, black seabass, dolphin, and red drum. This year there were a total of seven pertinent pieces of legislation that were adopted. As these changes come in throughout the legislative season, the graphic designer makes these changes working

under close supervision of committee member. The final proof is then sent to only the critical sections (Wildlife and Fisheries) right before the publication goes to press.

If there are no further correction the files are sent to the vendor on the day vetoes are addressed and all final legislation has either passed or not. Right after the files are sent to the vendor, this information is posted to the Web and is available to our customers immediately before the actual publication can be printed. Once the vendor has received the files, they are run through “prepress” (the computer system that is going to make it work on the presses) and a “blueline” (a folded proof with all pages and advertisements inserted into the publication) and are overnighted to our agency, a process that takes about a total of three days. When SCDNR receives the blueline, it is proofed one more time by the graphics section, an agency editor, the committee chair, and the assistant agency director. All corrections and paperwork are then sent back to the vendor via overnight mail and then those corrections are made to the Web files.

After the corrections have been returned to the vendor, the vendor is required, according to the contract, to have the publication delivered to three regional offices within 21 working days. The offices are as follows:

Clemson Office
153 Hopewell Road
Pendleton, SC 29670

Dennis Wildlife Center
305 Black Oak Road
Bonneau, SC 29431

Styx Fish Hatchery
1532 Fish Hatchery Road.
West Columbia, SC 29171

After the publication is delivered to the regional offices, SCSCSCDNR Law Enforcement Officers are sent out to the regions to pick up boxes of the publications and deliver them to the License Agents. The License Agents are stores such as WalMart, KMart, and local mom and pop bait shops. There are 770 license agents throughout the State. It takes about a total of three days to deliver to all of the license vendors.

Data Collection

The goal for collecting the historical data over the past seven years was to look for any trends or patterns that may be the cause of these delays and errors. Thirty-one surveys were sent to anyone who still worked for the agency that had been on the committee in the past eight years. Sixteen out of thirty-one responded for a response rate of 51.6%. For a copy of the survey and results see Appendix A-2. Six committee members were interviewed about their results separately and one focus group met specifically to go over the mistakes that were made to the 2007 - 2008 publication. The vendors that have printed the Rules and Regulation over the over the past eight years were also interviewed. They were asked about times and dates that were not found in the data base that is kept for publications.

Data Analysis

- Based on survey data, error free and timely delivery are identified as the two most important factors.
- The committee sent the publication late to the vendor two times out of the past eight years. Each of these times, the vendor still had time to complete the task, but they had other customers scheduled for the presses.
- When the focus group met they discussed how having twenty-three members on the committee makes it hard for anyone to compile all of the information into one book. It was noted that sometimes the graphic designer can add and take out the same comma several times by the time they go through all of the corrections from all twenty three people the four times that corrections are sent.

- Also in the data provided it was noticed that out of the five years that Liberty Press had this job there were two years of “no-fault” issues. One year, the trucks delivering the publication broke down, another year there was a fire in the press room and the sprinklers destroyed all of the paper that was to be used for the job.
- One surprising thing that was found was the number of people that noted they felt like the graphics section should be responsible for the editing process and it is known that the graphic designer does not even read the publication.
- Also noted, in conversations with committee members most said the publication should have only information pertinent to the rules and regulations dealing with fishing and hunting and some boating information but survey results showed more people thought it should also include information about the agencies programs and a place ... “for SCDNR to also include other pertinent information that will be absorbed by readers.”
- It can take anywhere from 6 to 15 days for the publication to be delivered once it leaves Liberty Press. This is not usually put into the production schedule.
- Each year there was a varying amount of time between the dates that the job was initiated and the date of delivery. There is not a clear reason for this. It is noted that the years the request came earlier it came from the Executive office and when it came later it came from the Wildlife section. In the 2007 – 2008 year it took longer because the Game Zones were rezoned and the publication had to go through a redesign.

Implementation Plan

In order to provide hunters and anglers an error free and timely publication, the following recommendations will be provided to the committee for implementation in the 2008 – 2009 production of the Rules and Regulations.

1. Based on the focus group discussion it is recommended to allow only one person from each area (Hunting, Fishing, Boating, Licensing, and Laws) to be responsible for gathering information and double checking it for their area of expertise. This will lessen the room for error because there will only be five main copies of the book in which to gather corrections. This will make it quicker and easier for the graphic designer to make the corrections and it will make someone accountable from each area for their section.
2. The graphics section will remind all committee members that they do not have expertise in the subject matter that is included in the publication. There will also be a separate person in graphics responsible for double checking the publication after each step to make sure the graphic designer has made and followed through with all corrections and additions. This person will also be one of the final proofers for the blueline stage.
3. No files will be sent to the vendor without someone, other than the designer, reviewing the actual files that are being sent.
4. The graphics manager will also write the expectations of delivery and printing schedules at each renegotiation of the contract. The vendor will need to deliver the final product at each delivery location 21 working days from the time they receive the computer files.
5. The last recommendation is to continue to send the vendor files after all legislation has passed and vetoes have been dealt with. This date will fluctuate because sometimes the General

Assembly will go over their deadline. Most often the publication will be able to go to press before June 22nd of each year which will make a delivery date of about July 25th.

After collecting all of this data and actually looking at the times this publication had to be corrected there definitely is room for improvement. In the past eight years there were two times that there needed to be addendums printed or corrections made. These corrections have cost the agency an average of \$1,508.50 per year over the past eight years. Of those two errors, one was a typo that did not affect the law. Although most agreed that it is nice for the public to have these in hand by July 1 they preferred that it wait to go to press after the legislative process, which does not allow for it to be delivered by that date.

Appendix A-1:

Production schedules and pertinent historical dates.

2000-2001

- **11/9/1999** Received request for job in graphics section.
- **5/3/2000** Files were sent to the vendor.
- **Unknown**..... Vendor shipped publication to South Carolina.
- **5/18/2000** Publication arrived in South Carolina.
- **450,000** Number of Rules and Regulations ordered.
- **Tapco, Inc** Vendor that printed the publication.
- **\$49,640** Cost to print the Rules and Regulations.
- **\$0** Cost for correcting errors or printing addendums.
- **Special notation** There were 191 days from the first time someone initiated the job until the date of delivery.

2001-2002

- **2/23/2001** Received request for job in graphics section.
- **5/4/2001** Files were sent to the vendor.
- **Unknown**..... Vendor shipped publication to South Carolina.
- **5/23/2001** Publication arrived in South Carolina.
- **450,000** Number of Rules and Regulations ordered.
- **Tri-State Printing** Vendor that printed the publication.
- **\$42,545** Cost to print the Rules and Regulations.

- **\$0** Cost for correcting errors or printing addendums.
- **Special notation** There were 90 days from the first time someone initiated the job until the date of delivery.

2002-2003

- **3/7/2002** Received request for job in graphics section.
- **3/16/2002** Files were sent to the vendor.
- **Unknown** Vendor shipped publication to South Carolina.
- **6/6/2002** Publication arrived in South Carolina.
- **500,000** Number of Rules and Regulations ordered.
- **Tallahassee Democrat** Vendor that printed the publication.
- **\$36,290** Cost to print the Rules and Regulations.
- **\$2,010** Cost for correcting errors or printing addendums.
- **Special notation** There were 92 days from the first time someone initiated the job until the date of delivery.

2003-2004

- **4/7/2003** Received request for job in graphics section.
- **7/9/2003** Files were sent to the vendor.
- **8/14/2003** Vendor shipped publication to South Carolina.
- **8/29/2003** Publication arrived in South Carolina.
- **500,000** Number of Rules and Regulations ordered.
- **Liberty Press** Vendor that printed the publication.
- **\$22,009** Cost to print the Rules and Regulations.

- **\$0** Cost for correcting errors or printing addendums.
- **Special notation** There were 145 days from the first time someone initiated the job until the date of delivery.

2004-2005

- **1/7/2004** Received request for job in graphics section.
- **7/1/2004** Files were sent to the vendor.
- **7/28/2004** Vendor shipped publication to South Carolina.
- **8/4/2004** Publication arrived in South Carolina.
- **500,000** Number of Rules and Regulations ordered.
- **Liberty Press** Vendor that printed the publication.
- **\$22,009** Cost to print the Rules and Regulations.
- **\$0** Cost for correcting errors or printing addendums.
- **Special notation** There were 209 days from the first time someone initiated the job until the date of delivery.

2005-2006

- **3/31/2005** Received request for job in graphics section.
- **6/22/2005** Files were sent to the vendor.
- **8/02/2005** Vendor shipped publication to South Carolina.
- **8/12/2005** Publication arrived in South Carolina.
- **500,000** Number of Rules and Regulations ordered.
- **Liberty Press** Vendor that printed the publication.
- **\$17,000** Cost to print the Rules and Regulations.

- **\$0** Cost for correcting errors or printing addendums.
- **Special notation** The paper was destroyed in a pressroom fire and paper had to be ordered which caused a delay in delivery.
- **Special notation** There were 134 days from the first time someone initiated the job until the date of delivery.

2006-2007

- **4/1/2006** Received request for job in graphics section.
- **6/22/2006** Files were sent to the vendor.
- **7/20/2006** Vendor shipped publication to South Carolina.
- **8/30/2006** Publication arrived in South Carolina.
- **500,000** Number of Rules and Regulations ordered.
- **Liberty Press** Vendor that printed the publication.
- **\$18,450** Cost to print the Rules and Regulations.
- **\$0** Cost for correcting errors or printing addendums.
- **Special notation** The delivery trucks ran into bad weather and some trucks broke down which caused over a thirty day delay.
- **Special notation** There were 152 days from the first time someone initiated the job until the date of delivery.

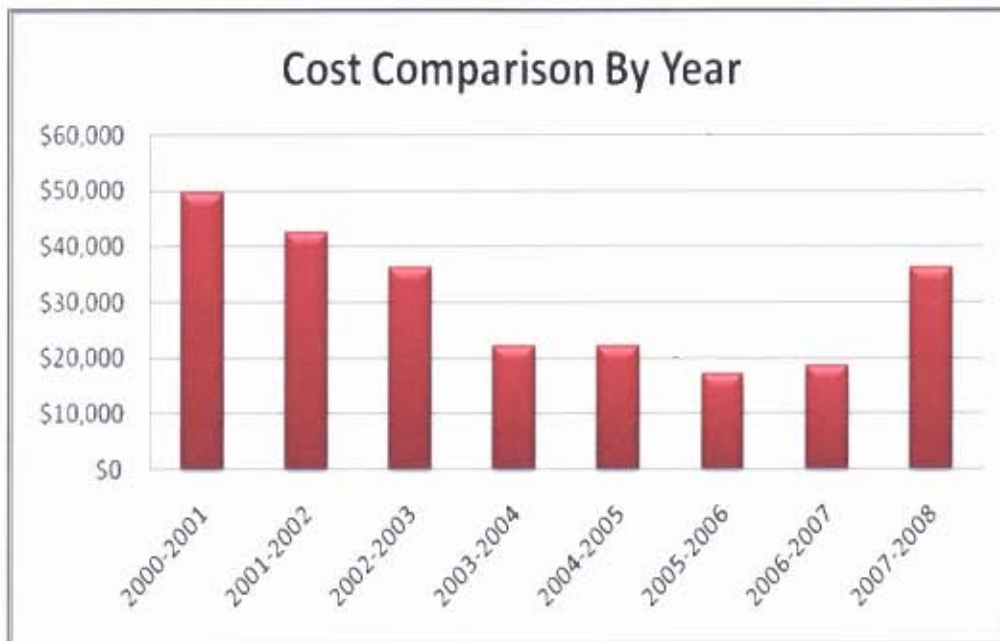
2007-2008

- **2/12/2007** Received request for job in graphics section.
- **6/27/2007** Files were sent to the vendor.
- **7/26/2007** Vendor shipped publication to South Carolina.
- **8/1/2007** Publication arrived in South Carolina.

- **500,000** Number of Rules and Regulations ordered.
- **Liberty Press** Vendor that printed the publication.
- **\$36,255** Cost to print the Rules and Regulations.
- **\$10,058** Cost for correcting errors or printing addendums.
- **Special notation** There were 171 days from the first time someone initiated the job until the date of delivery.



Another special notation for this appendix is that the increase and decrease of the number of days from inception to completion of the project varies by who the requestor of the project was. Some years (2000-2001 and 2002-2003) the Executive office requested the job very early but the work could not actually start on the job until there was something to change. The reasons for the varying request dates are not clear from existing data but no matter what day the job is requested the completion date needs to be no more that 25days after the end of the legislative season.



Last item to note is the cost comparison by year. It is obvious that the first year there were advertisements (2003-2004) the total cost went down. The following year the price stayed the same. In 2005-2006 the price decreased because the vendor gave the agency a discount due to a color error. The following year the agency added two pages and the price only slightly increased. Then last year the price went up significantly because of paper increases, shipping increase and fuel costs. This was the year after Katrina and paper cost went up nationwide an average of 15%. Another reason for the cost increase is that the agency added four more pages and decided to use four color process throughout the publication. The price for the 2008-2009 year is going to be slightly less than the year before.

Appendix A-2:

Survey questions and results.

With 1 Being the Least and 5 being the Most (please place a number after the question)

1. How much control do you feel SCDNR has over the final delivery time of the Rules and Regulations? 4,3,3,4,4,4,4,3,3,3,5,1,2,3

Range 1 – 5

Average Answer 3.29

Mode 3, 4

Additional Comments

- Way too much stuff- needs just Rules and Regulations.
- SCDNR sets publish date to coincide with new license issue.
- Depends on the general assembly last minute changes that sometimes back up this process, and once changes are complete, challenges may arise from the printing process. Lastly, shipping challenges may occur. 2007 shipping process went rather smooth from continuous contact with the shipper-southeastern
- Minimal with unanticipated delays from the printer and delivery drivers
- The last few years have been fine, but August is too late and the change to the later date was made due to the legislature making last minute changes

2. How much control do you feel that the Legislature has over the delivery time of the Rules and Regulations? 1,3,2,1,5,4,3,4,4,2,1,4,4

Range 1 – 5

Average Answer 2.77

Mode 4

Additional Comments

- Legislature delays the completion date but do not control the delivery time
- Driven by date-July 1st date better to wait and make sure legislation is complete

- Depends on publishing date
- Not sure, prioritize legislation to account for this process
- They control when the new regulatory information is finalized that then needs to be included into the Rules and Regulations — however, when considering changes this seems an unlikely outlet to attempt changes due to the nature of how they operate and their calendar schedule
- Compared to the time we have been getting it the last few years (August). But I think this is too late and we made the change to August because of the legislature making last minute changes that we could not get in the document

3. How much control do you feel that the Print Vendor has over the delivery time of the Rules and Regulations? 5,3,3,1,5,5,4,4,4,2,5,1,5

Range 1 – 5

Average Answer 3.62

Mode 5

Additional Comments

- Should only have flexibility within the requirements of the PO
- Law trumps this publication
- Large control of time tracking this project
- When received within their timeframe for realistically turning a project around, they have significant control over the delivery schedule of the Rules and Regulations. Once handed off to them from SCDNR coordinators, they are a fundamental player, along with the delivery drivers, of when SCDNR receives the final product

4. On the scale listed above how important is it that this publication be delivered by July 1st?

4,5,5,2,5,5,5,1,3,5,5,4,5

Range 1 – 5

Average Answer 4.15

Mode 5

Additional Comments

- When folds are buying new licenses, this is also when demand is greatest for the publications, but considering the legislative calendar, don't know how a July 1 delivery date is feasible
- It would be extremely nice to have the Rules and Regulations in by July 1. I feel confident that the constituents of SC would really enjoy these being made available at the beginning of the new fiscal year when a large portion of license purchases occur

5. On the scale listed above how important is it that this publication be error free?

5,5,5,5,5,4,5,5,5,5,5,5,5,4,5

Range 4 – 5

Average Answer 4.88

Mode 5

Additional Comments

- Errors should be minimal to none with the number of folks on the committee. Errors on the cover page of the book should never occur

6. In your opinion are 2 errors found in the Rules and Regulations too many? Yes or No

43.8% answered YES

50.0% answered NO

6.3% did not answer

7. In your opinion are 5 errors found in the Rules and Regulations too many? Yes or No

75.0% answered YES

18.8% answered NO

6.3% did not answer

8. In your opinion are 10 errors found in the Rules and Regulations too many? Yes or No

93.8% answered YES

0% answered NO

6.3% did not answer

9. Does the type of error matter more to you that the number (i.e. typo versus law or regulation)? Yes or No

75.0% answered YES

12.5% answered NO

12.5% did not answer

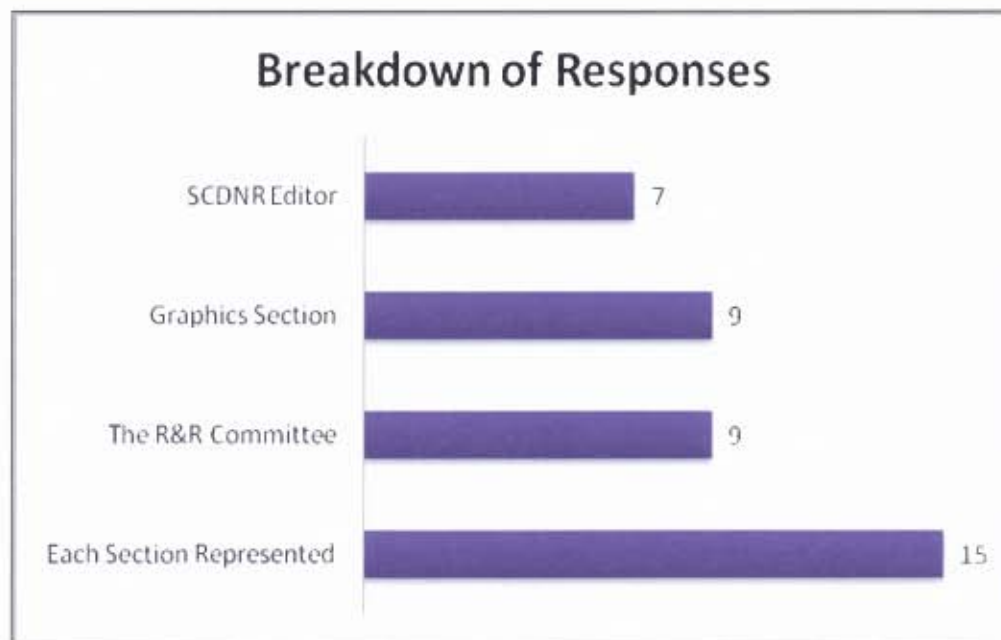
10. In your opinion whose responsibility is it to find and correct errors in the Rules and Regulations? (Check all that apply)

The Rules and Regulations Committee? **This item was checked 9 times**

An SCDNR Editor? **This item was checked 7 times**

The Graphics Section? **This item was checked 9 times**

Each Section That Is Represented In The Committee? **This item was checked 15 times**



Additional Comments

- It depends on the nature of the error when considering the responsibility of an SCDNR Editor
- It's the responsibility of all with ultimate responsibility in the Graphics Section or whoever is responsible for compiling and printing the publication
- Graphics should be last to proof before sending to the Print Vendor
- SCDNR editor should review a product that has been finalized by the committee members, only after they have reviewed their respective sections and signed off on a finished draft everyone's responsibility, with increasing responsibility as the publication moves up the hierarchy and out the door to the Print vendor
- For accuracy of content — (each section represented in committee)
- Grammatical or format errors — (SCDNR Editor)

11. In your opinion, what all should be included in the Rules and Regulations? (Check all that apply)

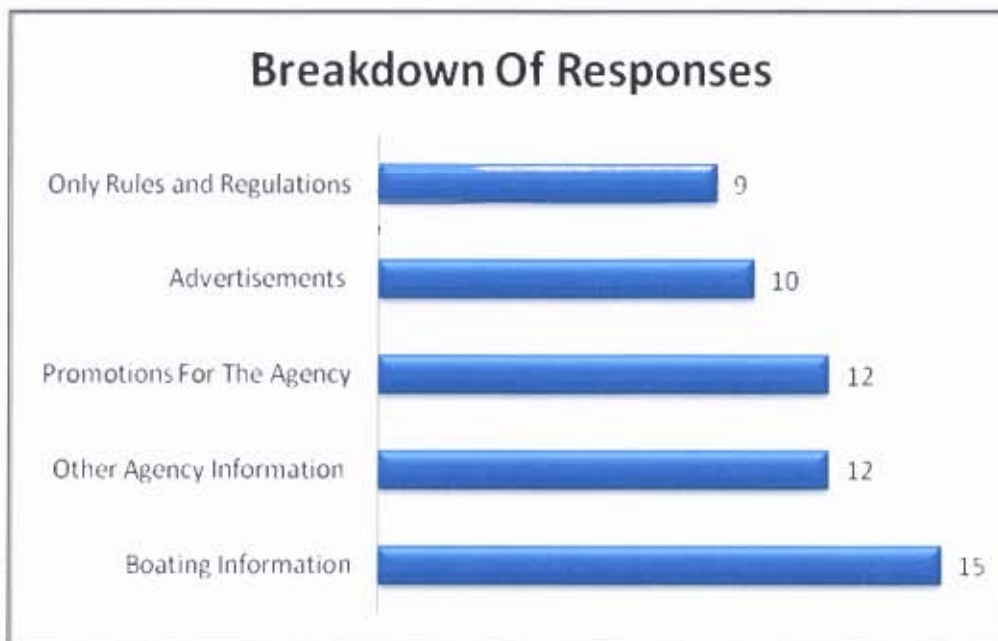
Just The Rules and Regulations **This item was checked 9 times**

Advertisements **This item was checked 10 times**

Boating Information **This item was checked 15 times**

Promotions For The Agency **This item was checked 12 times**

Other Agency Information **This item was checked 12 times**



Additional Comments

- Education programs only — (publications for agency)
- Only if relates to hunting and fishing programs — (other agency information)
- Rules and Regulations responsible for ensuring respective sections are error free — including proofs received from Columbia graphics.
- Rules and Regulations is an outlet for SCDNR to also include other pertinent information that will be absorbed by readers
- It is important to reiterate deadlines to committee members. It seems that not all sections had their information in to the Graphics section by the deadlines set forth
- Really don't have a good sense of the timing of the editorial process since I only did it once. We just need to make it a priority as an agency.

12. Do you feel that the committee meets an adequate number of times to complete the production for this project? Yes or No

56.3% answered YES

6.3% answered NO

37.5% did not answer

13. In your opinion, do you feel that the proofing process is adequate enough to produce and relatively error free publication? Yes or No

75.0% answered YES

25.0% answered NO

14. Do you feel like you have enough time to proof your sections part of the Rules and Regulations? Yes or No

81.3% answered YES

12.5% answered NO

6.3% did not answer